



High Performing Boards, High Performing Organizations?

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The Question

Question:

**How does board performance
directly impact organizational performance?
Or does it?**

Answer:

Dunno



The Question Reframed

Question:

What would we do if we *wanted* boards to impact organizational performance?

Answer:

First, some clues.

Second, some ideas.



Do boards matter?

Some clues

Board Slaughter

Girl Power

Culture First

Cultivating a Culture of Inquiry

- Mindset
- Meetings
- Leadership

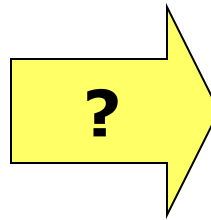


Culture First

Mindset

Triple Helix Issue: An Example

Should Boston Museum of Fine Arts lend 21 Monet paintings to Bellagio Casino in Las Vegas?



Triple Helix Issue: An Example

Should Boston Museum of Fine Arts lend 21 Monet paintings to Bellagio Casino in Las Vegas?

▶ Fiduciary:

Travel-worthy? Insurance? Security? Donor restrictions? Financial arrangements? Timeline? Curatorial control?

▶ Strategic:

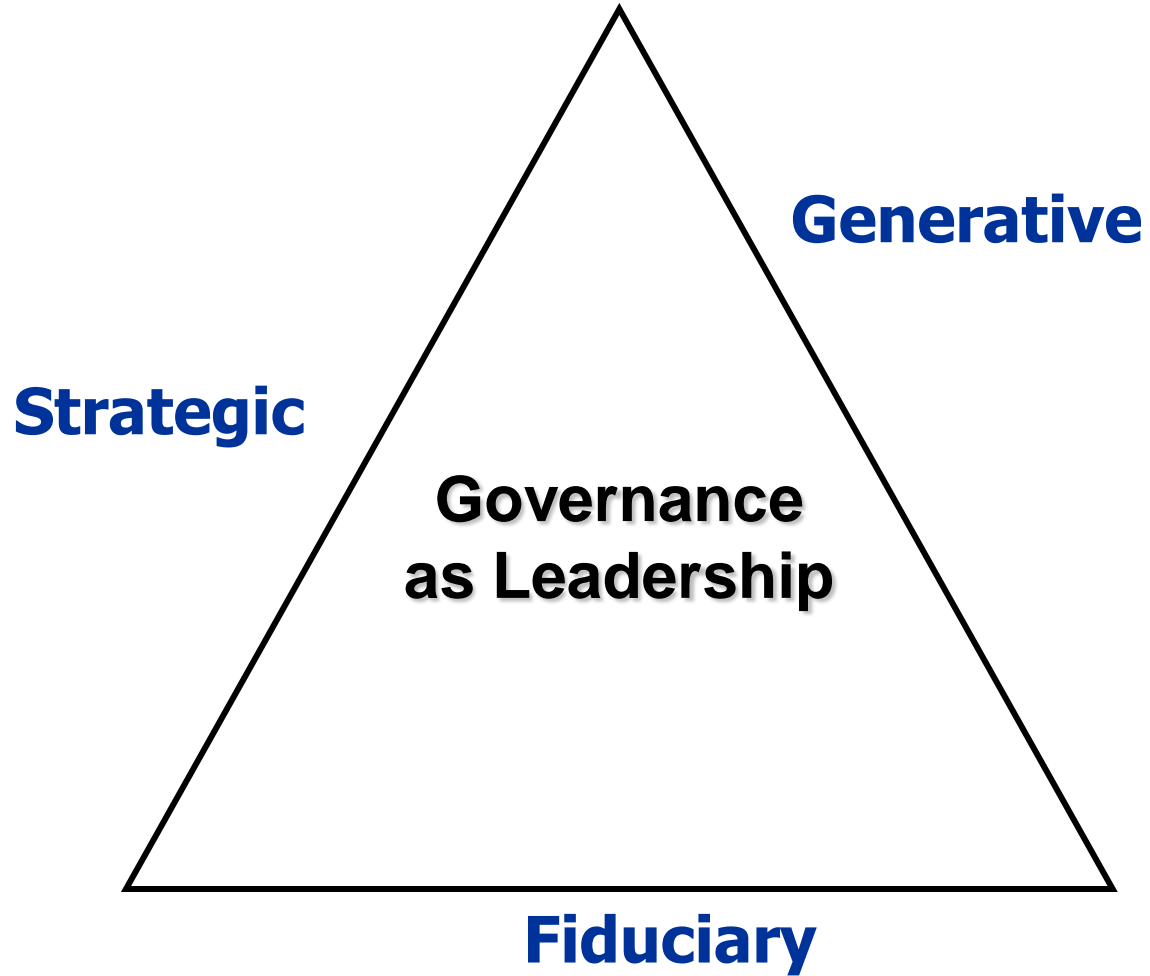
Effect on MFA attendance, image, audiences? Prototype deal? Competitive responses? Patron tie-ins? Vegas in Boston?

▶ Generative:

Mission related? What will MFA do for the right price? Public art/private dealer? Are we conservative or populist? Is the experience of viewing art compromised in such a setting?

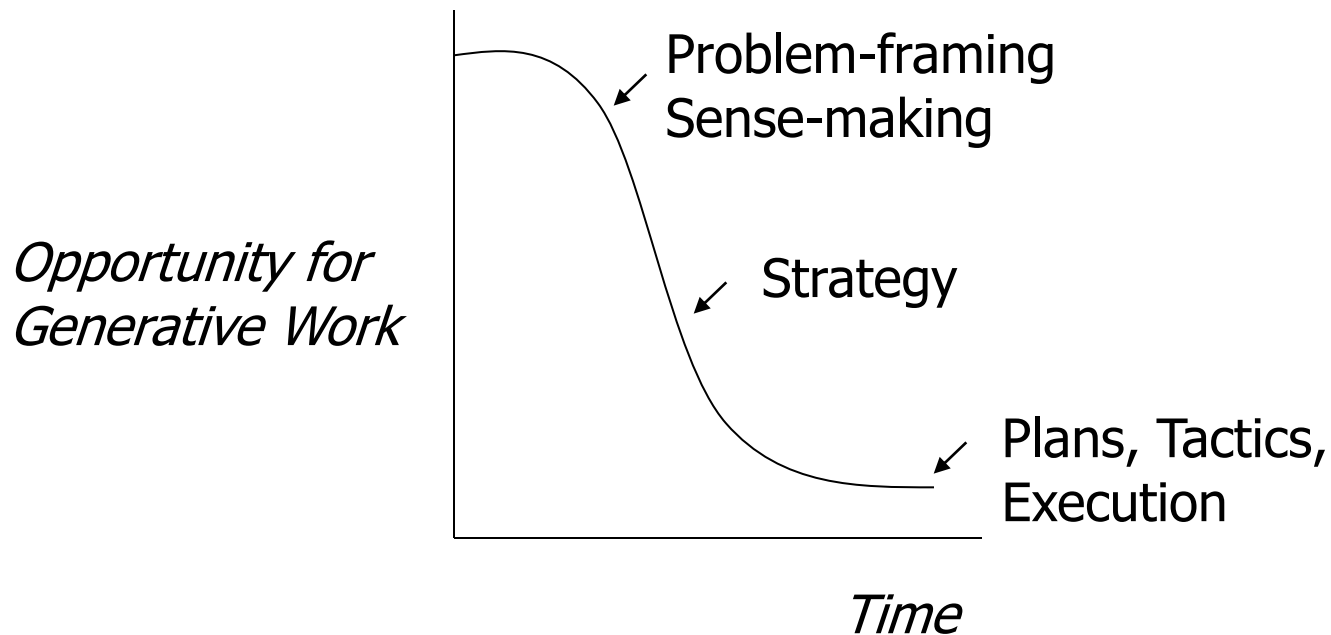


The 3-D organization



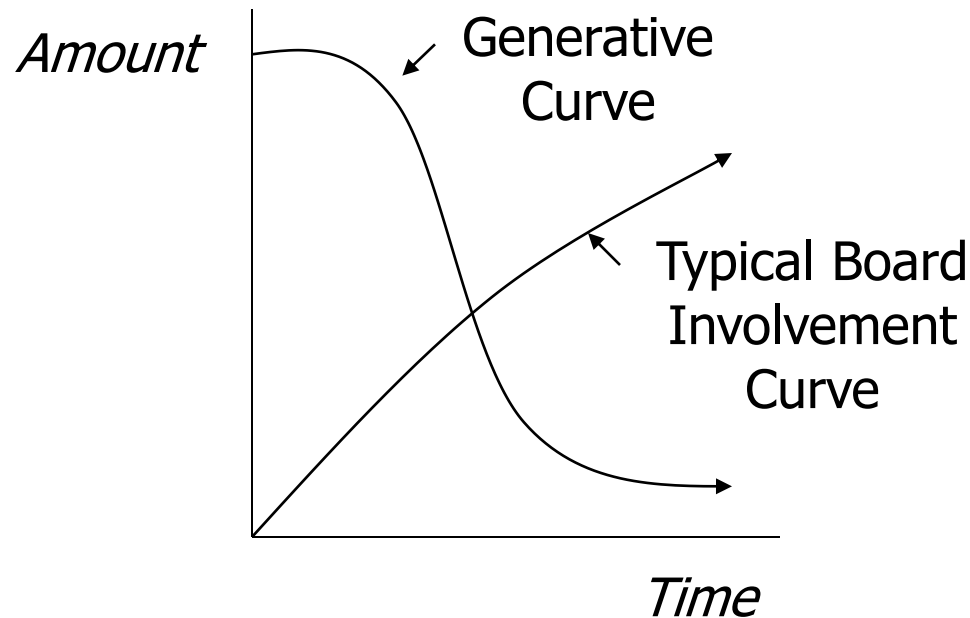
Locating generative thinking

The Generative Curve



The opportunity to influence generative work declines as issues are framed and converted into plans, strategies, and problems.

The generative dilemma



Trustee involvement is lowest where generative opportunity is greatest; trustee involvement increases as generative opportunity declines.



Culture First

Meetings



Agendas

Agendas Drive Meetings Meetings Drive Governance

- Information vs Meaning
- KPAWNs
- Space

Information and robo-governing

Step 1

ED makes presentation

Step 2

'Does anyone have any questions?'

Step 3

'Don't ask any questions.'

Meaning and robust-governing

Step 1

ED poses KPAWN

Step 2

Board and ED grapple



Format and Facilitation

Make board meetings like retreats



Culture First

Leadership

Leading While Governed

'Will I take the risk?'